

Effectively Incorporating Communications into Public Safety Exercises

Arizona



December 11, 2012



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OEC/ICTAP-MULTI-TEMPLATE-002-R0

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Agenda

- Welcome & Introductions
- Brief Introduction to Communications
- Brief Introduction to Exercises
- Exercise Roles & Responsibilities
- Exercise Components: Communication “Touch Points” & Drivers
- The Planning Process: Communication Concerns
- The “How” of Incorporating Communications Elements
- Key Communication Facets to Exercise
- The Importance of the “Right” Participants
- Crafting Ideal Scenarios
- Developing Full, True, and Actionable After Action Reports
- Further Discussion/Questions



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Introduction to Communications



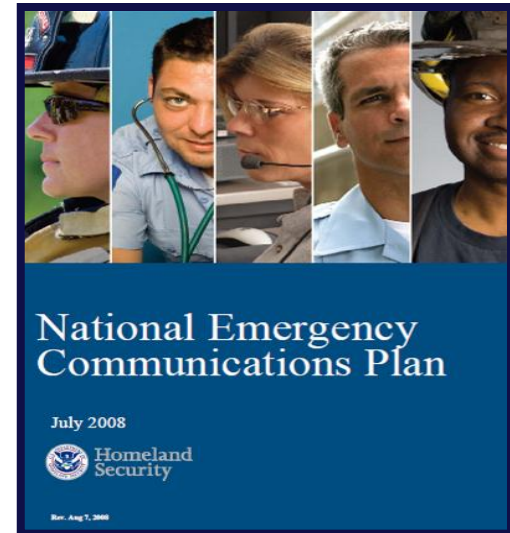
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Emergency Communications

- Defined by the National Emergency Communications Plan (NECP) as the ability of emergency responders to exchange information via **data**, **voice**, and **video** as authorized, to complete their missions.
- Responders require emergency communications to manage emergency response, establish command and control, maintain situational awareness, and function under a common operating picture.
- Consists of three key elements
 - Operable Communications
 - Interoperable Communications
 - Continuity of Communications



Operable Communications

- The ability of emergency responders to establish and sustain communications in support of mission operations.



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Interoperable Communications

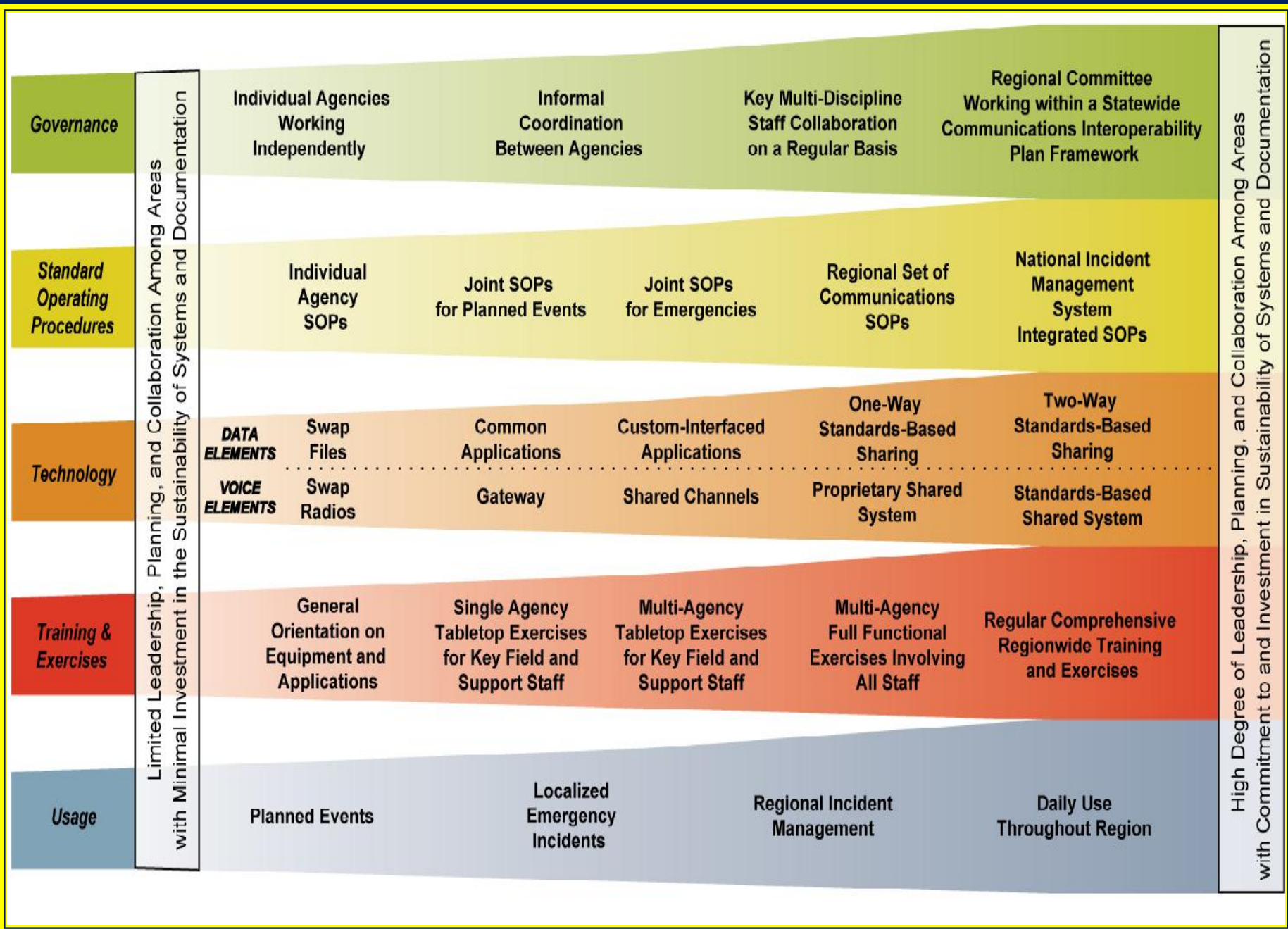
- The ability of emergency responders to communicate among jurisdictions, disciplines, and levels of government, using a variety of frequency bands, as needed, and as authorized.
- Interoperability is NOT the ability to talk with everyone all of the time!



Continuity of Communications

- The ability of emergency response agencies to maintain communications in the event of damage to, or destruction of, the primary infrastructure.





Introduction to Exercises



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HSEEP

- Homeland Security Exercise & Evaluation Program (HSEEP) is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning



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HSEEP Tool Kit

- HSEEP

- <https://hseep.dhs.gov>

- Tool Kit

- https://hseep.dhs.gov/pages/1001_Toolk.aspx
 - National Exercise Scheduling System (NEXS)
 - Design and Development System (DDS)
 - Exercise Evaluation Guideline (EEG) Builder
 - Master Scenario Events List (MSEL) Builder
 - Corrective Action Program (CAP) System
 - HSEEP Data Exchange Standards

Exercise Types



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Exercise Types

- Discussion Based
 - Ideal to help familiarize participants with plans, policies, procedures, and/or agreements
 - Allows participants to contemplate/practice their response approach in a static environment
 - Encourages different perspectives and information sharing
- Operations Based
 - Ideal to validate plans, policies, procedures, and/or agreements in a dynamic environment
 - Allows participants to test their response approach under realistic but still simulated conditions



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Seminars, Workshops, & Games

- **Seminars**
 - Informal discussions & training-type opportunity for “information push”
 - Bring all participants up to the same base level of awareness, knowledge, or understanding
- **Workshops**
 - Facilitated discussion emphasizing two-way information flow
 - Designed to create a product (e.g., policy, procedure, plan, etc.)
- **Games**
 - Simulation to explore decision making processes in a static environment
 - Allows players to test various decisions and observe the consequences of those decisions

Tabletop Exercises (TTX)

- Facilitated discussions centered around a given scenario
 - Can be aimed at responders, supervisors, communication specialists, command personnel, and/or executive leadership
- Regional, multi-agency, multi-jurisdictional, multi-discipline exercise
 - Can be plenary or breakout exercises



Drills

- Drills

- Coordinated activity designed to test a *single, specific* objective or function within a single agency/entity
- Narrowly focused and performed “in isolation” from other operational elements
- EXCELLENT opportunity to exercise communications



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Functional Exercises (FE)

- Multi-agency/-jurisdictional/-discipline exercise focused on applying interoperable technologies and associated training within a notional operational environment
- Provides an opportunity to practice operable and interoperable communications in a controlled setting
 - Utilizes communication technology, personnel, and facilities in real time without full operational activities
 - Focused on information flow



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Full Scale Exercise



- Complex, multi-agency, multi-jurisdictional exercises designed to mimic full real-world operations
- Communications replicate their natural role in an incident (i.e., are a supporting facet in the exercise, **NOT** the sole exercise emphasis)



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Roles & Responsibilities



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Facilitation/Direction

- Good facilitation or direction is personality dependent
 - Must be confident, knowledgeable, flexible, and VERY comfortable leading a (potentially) large & dynamic crowd
 - Need to be neutral to the exercise and players
 - Need to manage exercise team & responsibilities



Exercise Planning Team (EPT)

- An ideal EPT should consist of:
 - Operations, communications, AND exercise specialists
 - Emphasize interdependencies, particularly in the planning process. Do not allow any one group to function in isolation from the others.
 - Representation from EACH agency or function you intend to incorporate as players
 - Never allow one entity to assume the response of another.
 - Use the EPT as an opportunity to develop buy-in & ownership.
 - Do not plan in a vacuum...use planning process as a learning opportunity for all

Please note that EPT members may observe but may not play in the exercise



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Design Team

- Exercise specialists with training in public safety operations and communications
 - Ensure appropriate staff availability
 - Include designers with specific knowledge and experience in your chosen scenario
- Customize each exercise to each site
- Do not let communications become an afterthought
 - Consider its implications and inclusion at every design step
 - Carefully consider exercise team comms



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Evaluation

- Must be integrated with the planning team
 - Planning team must provide evaluators with training and materials *specific to this exercise*
- Timeliness of feedback/evaluation reports
- Evaluators should not just note “good and bad”
 - Leverage their expertise to develop recommendations
 - Identify a problem = identify a possible solution



Evaluation Cont.

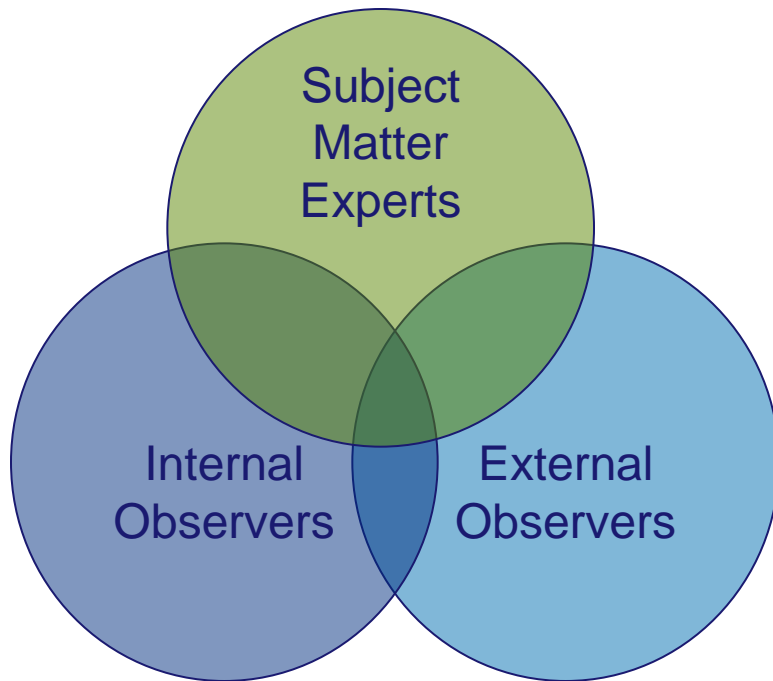
- Must have professional experience and expertise in what they are evaluating
 - ICS training and/or field experience
 - Completed a COML course and/or qualified as a COML
 - Completed a COMT course and/or qualified as a COMT
 - Previous communications evaluator experience during other exercises or planned events
- Objectivity
 - How/when to best use professional experiences without introducing bias
 - Your way/your agency's way ≠ the ONLY way
- Responsibility
 - Responsible for documenting all relevant events for their location/assignment



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Being a Good Evaluator



- Mixed Team Evaluations
- Minimizing the Hawthorne Effect
 - A change in behavior due to being evaluated
 - “Test anxiety”
- When you can’t be invisible, be unobtrusive, pleasant, and approachable
 - Establish a rapport
 - Avoid the appearance of superiority
 - Reassure that you are observing, not passing judgment
 - Watch your body language

Evaluator Placement Tricks

- Place evaluators within an assignment to optimize their evaluation
- Appropriate ways to follow-up on observations without being intrusive/disruptive
 - Down-time discussions
 - Sidebars
 - Hot Washes
 - Note information sources



Controllers

- Cannot pull controllers “off the street” or draw at random
 - Recognize the expertise required of these crucial participants!
- Trained, experienced, and attentive
- Must be well integrated with the planning group and know where the exercise is supposed to go
 - Must know how to react when it goes another way!
- Must...simply enough...BE IN CONTROL!
 - Safety first, last, and always



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Observers

- May include a variety of people such as:
 - EPT members
 - VIPs
 - Media
- Take notes of interoperability, jurisdictional, training, and technological gaps and capabilities, as desired
- Provide input during the hotwash
- Should **NOT** interfere with play

Players

- Respond/react based on knowledge of:
 - Response procedures
 - Current plans
 - Cross-jurisdictional agreements
 - Knowledge of communications capabilities
- Consider their agency's communications processes and needs beyond specific actions required within the exercise
- Make written notes of communication successes and gaps, as desired



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10 MINUTE BREAK



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Exercise Components: Communication “Touch Points” and Drivers



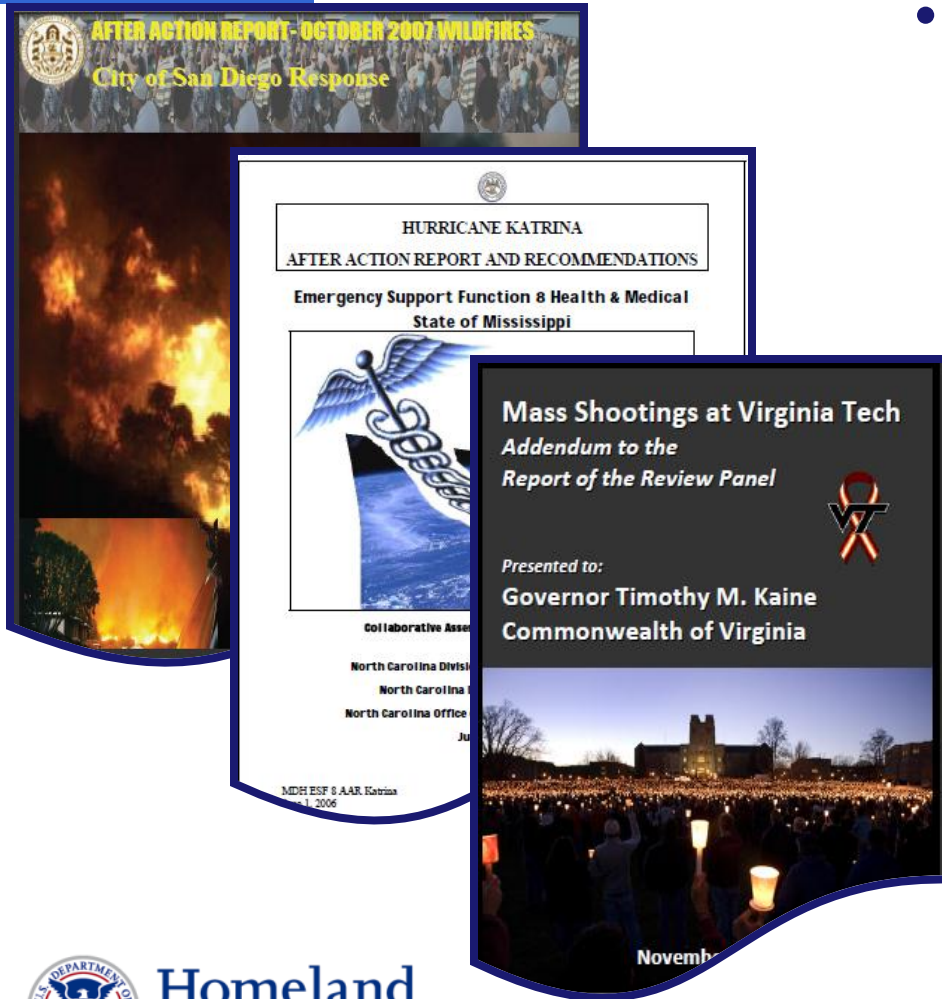
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Needs Assessment

- What is the foundation for this exercise?
 - Hazard Vulnerability Assessments?
 - Needs Assessments?
 - Previous incident AAR/IPs?
 - Previous exercise AAR/IPs?
 - Lessons learned from similar areas?
 - Known but undocumented *operational* issues?
 - Known but undocumented *communication* issues?
 - Local, state, and/or federal exercise/grant/plan requirements?



Scope

- Throughout the exercise and the planning focus, retain a clear emphasis on communications
 - What communications are needed to support the operational requirements of the scenario?
 - What assets are available? Needed? Missing?
 - How are communications incorporated into Incident Command (IC) processes?
- Drive all operational actions through the associated communications “wickets”



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Purpose

- Define *why* you want to execute this exercise
 - What will this exercise test or train?
 - What will the exercise focus on?
 - Why are these elements important?
- Use your purpose to drive your exercise type selection
 - Consider timeframes, funding, staffing, and other external factors that can impact the success of your exercise

1000 JOURNAL OF CLIMATE

- 
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Goals & Objectives

- Goals
 - Should be broad, high-level outcomes you intend to achieve with this exercise
 - Represent the exercise “destination”
- Objectives
 - Should be actionable, achievable steps you expect to take throughout the exercise
 - Represent the exercise “journey”
 - Should be easily observed and measurable
 - SMART

Capabilities

- Capabilities-based planning takes an all-hazards approach to build capabilities that apply to a wide variety of incidents
 - The National Preparedness Goal details an evolution from **Target Capabilities** to **Core Capabilities**
 - Communication elements often appear in these capabilities
-
- | | | |
|--|---|---|
| • Communications | → | • Operational Communications |
| • Planning | → | • Planning |
| • On-site Incident Management | } | • Operational Coordination |
| • Emergency Operations Center Management | | |
| • Emergency Public Information and Warning | → | • Public Information and Warning |



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Exercise Outcomes

- Hotwash/Debrief
 - Immediately following the exercise
 - Opportunity for all participants to provide feedback
- QuickLook
 - Provided to the EPT the day following the exercise
 - Initial oral presentation of high level gaps and areas of note
- After Action Conference (AAC)
 - Reviews all gaps and recommendations with attendees
 - Updates findings based on participant feedback
- After Action Report (AAR)/Improvement Plan (IP)
 - Full written report of all exercise findings
 - Comprehensive analysis of successes and gaps including recommendations
 - Matrix of identified gaps, recommendations, assigned individuals/agencies, and timeline for correction

The Planning Process: Communication Concerns



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Going Live = Going Loud

- Adding live communications to an exercise amplifies your exposure to citizens, leadership, the media, other agencies, etc.



Using Live Radio Channels

PROS

- Best approximates real-world operations
- Trains users how to access correct tools
- Allows exercise to use radios as currently programmed
- Identifies real-world use, programming, or training gaps

CONS

- Broadcasts exercise information out over live airwaves
 - Scanning issues
 - www.radioreference.com
 - Monitoring issues
 - Loading issues
 - Coverage issues
 - Misunderstood as real
- Forces players to use pro-phrase on EACH transmission



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Using Live Dispatch Centers

PROS

- Activates an often-overlooked but critically important group in their operational setting
- Provides access to day-to-day tools for dispatch personnel
- Reduces chance that findings are an exercise artificiality

CONS

- Real-world operations do not stop to exercise
 - Very real chance of impact
 - Could stop play to address real-world issues
- Can increase noise level in the room for other dispatchers
- Center size matters
- Difficult to hotwash
- Requires separate evaluation and control



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Using Live EOCs

PROS

- Provides access to real-world data, phone, and possibly radio systems
- Generally provides sufficient space
- Reduces chance that findings are an exercise artificiality
- Can assess communications capabilities/limitations

CONS

- Familiarity can lead to out-of-exercise communications
- Can derail an exercise for a real-world activation (even if minimal)
- Difficult to hotwash
- Requires separate evaluation and control



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Addressing the Media

- Exercises attract media attention
- Discuss how to engage the media appropriately in your exercise with your EPT
 - Design?
 - Planning?
 - Play?
 - Evaluation?
 - Press releases?
 - PIO?



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The “How” of Incorporating Communications into Discussion-Based Exercises



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Plenary vs. Break-Out Designs

PLENARY

- All players hear and participate in all discussions
- Requires active facilitation
 - Facilitator must control the discussion & plan for contingencies
 - Facilitator must solicit “how” and “why” decision making beyond a player’s “what” answer

BREAK-OUT

- Players get more direct interaction with a subset of their peers
- Players do not benefit from decision making process of other teams...only hear final outputs
 - Often “tune out” to briefs after the first few
- Better design for Facilitator who is not fully knowledgeable on subject

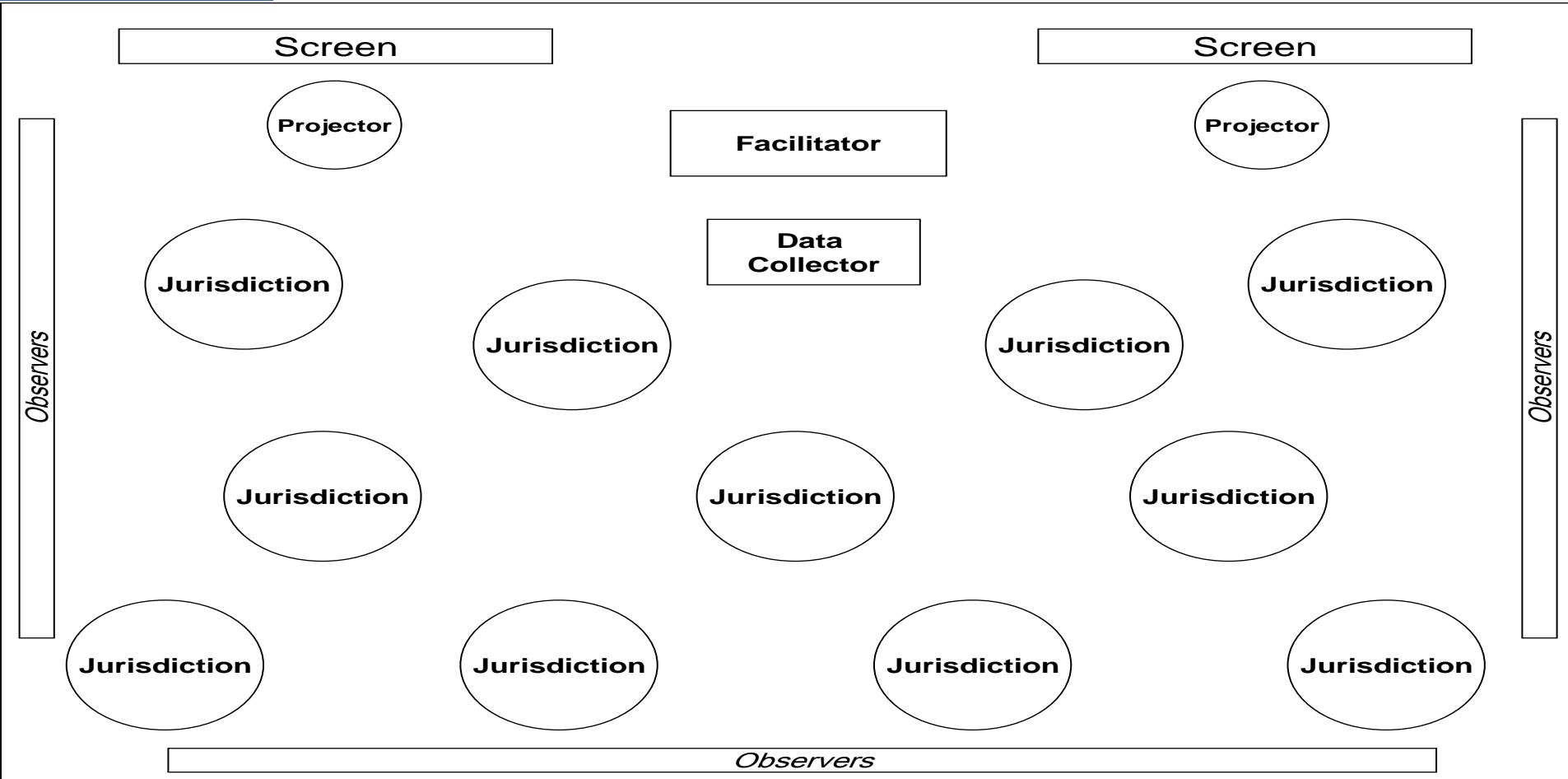


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Arranging Players



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Phased Discussions

- Dispatch & Notifications
- Initial Incident Response
 - Traffic
 - PSAPs & Dispatch Centers
 - EOCs
 - Media/Public Information
- Secondary Incident Response
- Regional Response
- Intelligence & Investigations
- Next Operational Period & Transfer of Command



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Stepping Through Issues & Pulling Back on the Reins

- Proceed through your scenario in a very metered and controlled fashion
 - Don't let players get ahead of you by offering too much information too early
 - Do NOT provide phases to players in their SITMAN
 - Design a phase or set of questions to engage all participants
 - Use phases to dig deeply into key topics
 - Each phase could take 30min+ to exercise but discuss as little as 2-3 minutes of incident response time
 - Design discrete phases to discuss discrete functions or elements
 - Move chronologically but don't be afraid to slow down & focus on individual elements
 - Can use an initial incident followed by a secondary incident to allow players to respond to one then be challenged by the next

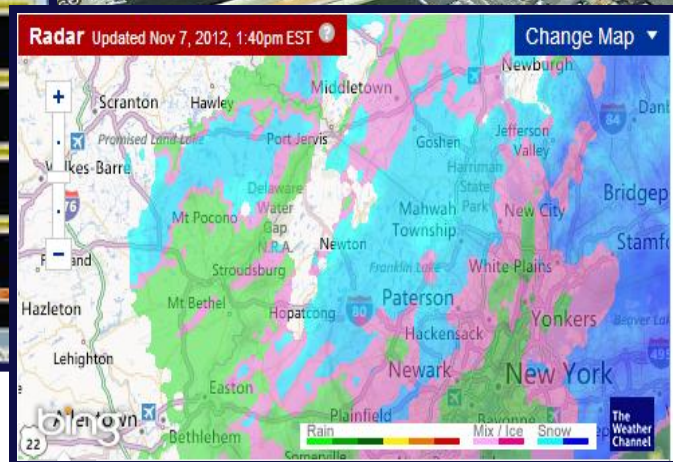
Incorporating Visual Displays

COMMUNICATIONS RESOURCE AVAILABILITY WORKSHEET					Frequency Band 800 MHz.			Description FCC - National Interoperability (prior to NPSPAC rebanding)		
Function	Channel Name/Trunked Radio System Talkgroup	Assignment	Rx Freq	N or W	Rx Tone/NAC	Tx Freq	N or W	Tx Tone/NAC	Mode	Remarks
Repeater Pair	8CAL90	Any Public Safety Eligible	866.0125	W	156.7	821.0125	W	156.7	A	CALLING CHANNEL Docket 87-112 90.617(a)(1) and 90.619(c)(1)
Repeater Pair	8TAC91	Any Public Safety Eligible	866.5125	W	156.7	821.5125	W	156.7	A	Docket 87-112 90.617(a)(1) and 90.619(c)(1)
Repeater Pair	8TAC92	Any Public Safety Eligible	866.0125	W	156.7	822.0125	W	156.7	A	Docket 87-112 90.617(a)(1) and 90.619(c)(1)
Repeater Pair	8TAC93	Any Public Safety Eligible	866.5125	W	156.7	822.5125	W	156.7	A	Docket 87-112 90.617(a)(1) and 90.619(c)(1)
Repeater Pair	8TAC94	Any Public Safety Eligible	866.0125	W	156.7	823.0125	W	156.7	A	Docket 87-112 90.617(a)(1) and 90.619(c)(1)
Simplex – B/M	8CAL90D	Any Public Safety Eligible	866.0125	W	156.7	866.0125	W	156.7	A	CALLING CHANNEL Docket 87-112 90.617(a)(1) and 90.619(c)(1)
Simplex – B/M	8TAC91D	Any Public Safety Eligible	866.5125	W	156.7	866.5125	W	156.7	A	Docket 87-112 90.617(a)(1) and 90.619(c)(1)
Simplex – B/M	8TAC92D	Any Public Safety Eligible	866.0125	W	156.7	867.0125	W	156.7	A	Docket 87-112 90.617(a)(1) and 90.619(c)(1)

PHASE 3



Public Safety Sensitive - Not For Release



Question Design

- Facilitator questions make or break an exercise
 - Avoid playing unintentional “softball”
 - Avoid trick questions
 - Have back-pocket questions to pull tangents back on track
 - Have follow-through questions to push past vague answers
 - If you can get the “what”, focus on the “how” and “why”
 - The “3 How Rule”
 - Beware passive voice!
 - Remember what you’ve asked before...is their answer logical?
 - Don’t be afraid to challenge a response for more depth
 - Don’t answer unanswered questions but know how to move on
 - Don’t call out “wrong” answers...follow up and follow through

Group Activity

- Create a series of 5 questions you would use to facilitate a communications discussion of this phase of a scenario:

First-in responders have arrived on scene. Initial reports confirm witness statements of a multi-vehicle crash completely blocking all southbound lanes of 395. Responders report 12 separate vehicles involved at or near the primary bus crash site. An initial head count shows 22 individuals injured inside the bus with five who are visibly trapped in the wreckage. Responders cannot immediately locate the other three persons reportedly on-board the bus. Thirteen other individuals in the surrounding vehicles are reporting injuries ranging from minor pain to serious trauma wounds. Rain continues to pour down on the scene and responders report several close-in lightning strikes.



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LUNCH BREAK



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The “How” of Incorporating Communications into Operations-Based Exercises



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Operations-Based Exercises

- Operations Drives Communications
 - What responders need to accomplish dictates what information needs to flow through what technologies to/from whom, when needed
- Correctly functioning communications is all but invisible to the end user
 - Your task is to test that invisibility AND evaluate “behind the curtain”
 - Test more than the norm: Include communications-specific challenges



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Key SIMCELL Inclusions

- Use local operations personnel to simulate field personnel
 - Excellent function for EPT members
 - Good use of in-training academy recruits
 - Must be familiar with operating radios for that agency
 - Include some communication specialists to help push communication injects, when necessary.
 - Provide specific guidance, training, and direction when simulating radio failures/issues from the SIMCELL
- SIMCELL Placement
 - Be careful of artificially creating coverage issues
 - Give each SIMCELL person space to reduce noise levels



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Placing Evaluators & Controllers

- Position evaluators to observe both ends of your communications
 - Dispatch Centers
 - EOCs
 - Field Personnel (when not simulated)
 - Command Groups
 - Communications Unit (when activated, Logistics Section when not)
- Position controllers to control both ends of your communications
 - CAREFULLY monitor for pro-phrase use and communications leaving the “playing field”
 - Position to prompt stalled communications (or ask for external prompts)



Evaluator Notes: What to Look For

- Most Valuable Data
 - Agencies talking
 - Context of the communication
 - Systems/tools used
 - Outcomes
 - Successes/gaps
- Less Valuable Data
 - Responder names
 - Exact times



Single vs. Multiple Venue Designs

SINGLE

- Minimal distribution of personnel
- Communication over distance is notionalized
- Maximizes opportunity for players to interact face-to-face
- Works well in areas without coverage concerns

MULTIPLE

- Distributes personnel (players & exercise staff)
- Requires players to execute communications among incident-specific locations
- More closely mimics a real-world incident
- Allows players to test for coverage issues
- Allows players to use “home” facilities



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Communication Injects

- Standard operational injects result in communications flow
- Intersperse operations injects with communications injects
 - Malfunctioning radios
 - Damaged radios, dying batteries, or units on the wrong channel
 - Requests for communications forms, briefings, updates, etc.
 - Capacity or coverage issues
 - Loss/theft of radio equipment
 - Request for advanced radio equipment/personnel
 - Monitoring or scanning issues
 - Direct damage or service lost to primary systems
 - Gateway patching problems
 - Requests for additional channel assignments or monitoring



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Group Activity

- Using the provided MSEL, create a series of 5 injects you would use to prompt a Unified Command group to request and activate a Communications Unit in support of the bus crash scenario.
- **UPDATE:** Once on-scene, responders realized that the bus was a prisoner transport bus. Three prisoners are unaccounted for and believed to have escaped into the surrounding wooded areas and neighborhoods.



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Key Communication Facets to Exercise



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Communication Documentation

- Policies/Procedures
 - TICP
 - EOP
 - Local/national FOGs
- ICS Forms
 - IAP
 - ICS Form 205
 - ICS Form 217A
 - ICS Form 214
- Exercise the development, use, distribution, and/or update of each form



Communication Resources

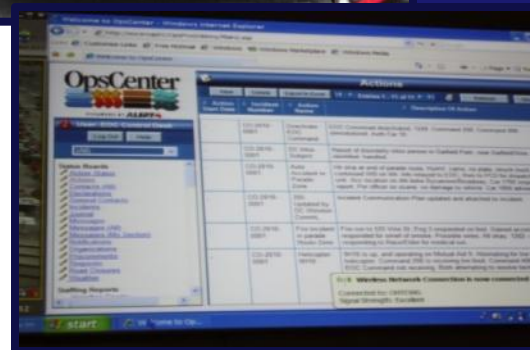
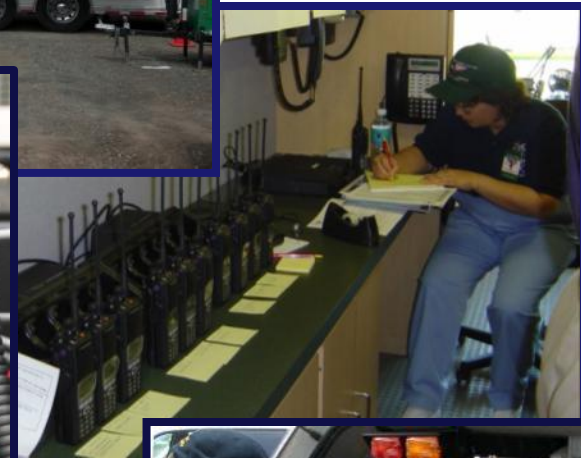
- Shared Systems
- Shared Channels
- Gateways
- Radio Caches
- MCVs
- Portable/Mobile Repeaters
- Telephone Systems
- Data Systems
- Video Systems



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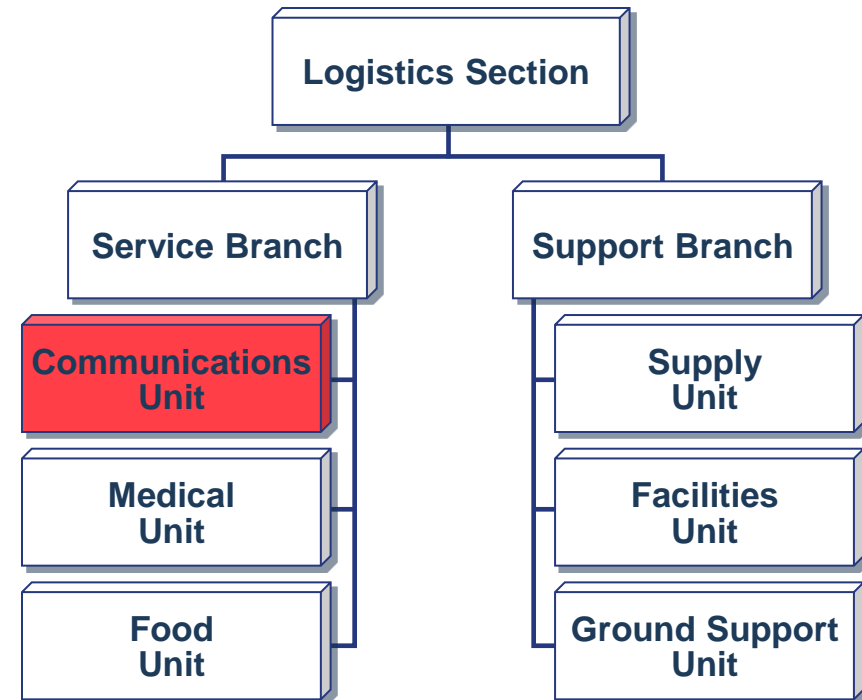
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Communication Personnel

- Test/train communication on both “ends” of every transmission
 - Field Units
 - Leadership
 - Dispatch
 - Communications Unit
 - COML
 - COMT
 - COMC*
 - INCM
 - RADO
 - THSP
 - ESF#2
 - Vendors
 - Auxiliary Emergency Communications



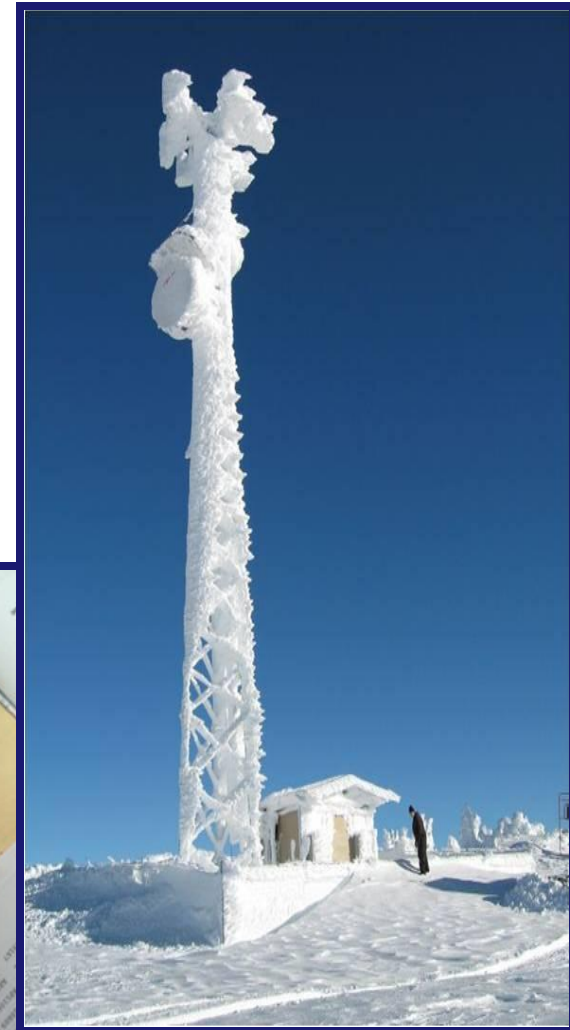
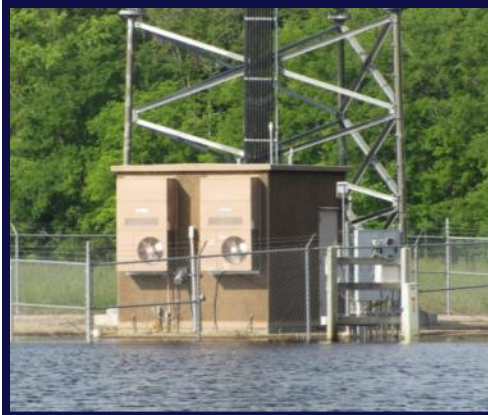
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Training for (not to!) Failure

- Back-up Plans
- Back-up Systems
- Back-up Personnel
- Communication Degradation
- Continuity of Operations (COOP)



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Critical Challenges

- Inclusions/injects to incorporate
 - Known communication gaps
 - Recently implemented assets, policies, procedures, or training concepts
 - Advanced concepts that challenge personnel
- Use the planning process to identify weak links and exercise those links
 - Key personnel redundancy
 - Single points of failure
 - Complex resource request/notification/activation procedures



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Transitions

- Transition from IC to UC
- Transition from a UC to an IMT
- Expansion to Area Command
- Transition from initial response to mutual aid
- Transition from dispatch to a COML
- Transition from dispatch to tactical dispatch
- Transition to the next operational period



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The Importance of Attracting the “Right” Participants



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Blending Operators & Communicators

- Public safety operations require the individuals who need to move information to partner with the individuals who facilitate moving that information
 - Exercising one without the other is unrealistic and can set both up for failure in a real incident
 - Move beyond obvious communications personnel
 - Non-public safety government
 - NGOs
 - Utility service providers
 - Vendors
 - Universities
 - Social media



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How and When to Incorporate Leadership

- Communication issues are just as significant, and should be just as salient, to leadership as to response-level personnel
- Value to exercising leadership both independently and in conjunction with response-level personnel
 - Beware of the Hawthorne Effect
 - Must custom design questions/injects for this group
 - Consider time carefully: availabilities are narrower
 - Be aware of political ramifications and mitigate them



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Exercising Interactions

- Jurisdictions
 - Local
 - Regional
 - Tribal
 - State
 - Federal
 - Department of Defense
 - International
- Agencies
 - Disciplines
 - Additional Entities/Organizations
 - NGOs



Scenario



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What Makes a Good Communications Scenario?

- Know your communications challenges and drive the scenario at them...don't avoid them!
- Select no-notice incidents, whenever possible
 - Can use pre-planned events that escalate
- Always develop your scenario collaboratively
- Develop a new scenario for each exercise
 - Never use “canned” or “reheated” scenarios
- Start by asking your planning team...

What's your idea of a very bad day?

The Value of Realism

- Scenarios must be both plausible and likely to the participants
- Be timely but sensitive
- Strive for full believability by customizing down to small details
- Avoid impossible-to-solve, wholly overwhelming, or “death spiral” scenarios
- Scenarios to avoid from a communications perspective:
 - Biological
 - Nuclear detonations



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Background

- Time of year?
- Weather conditions?
- Concurrent events?
 - Tourism events?
 - Local pre-planned events?
- Staffing issues?



Incident Type



Cause



- Deliberate?
- Accidental?
- Natural?
- Unknown?



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Location



- Where should it start?
 - One incident? Several?
- Where should it progress?
 - Which areas to incorporate?
- What should it impact?
 - Roadways?
 - Critical infrastructure?
 - Populated areas?
- Look for jurisdictional overlaps
- Any scenario points to consider that drive injects toward known communication challenges?



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Impacts

- Direct impacts
 - Injury
 - Death
- Indirect impacts
 - Security
 - Transport
 - Evacuation
 - Long-term risks
 - Psychological outcomes
 - Environmental hazards
- Public safety
- Event attendees
- Dignitaries/Politicians
- Tourists
- Residents
- Media
- Involvement:
 - Targeted
 - Collateral



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Stop Underestimating (and Under-Delivering) the After Action Report & Improvement Plan



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The Value of Content

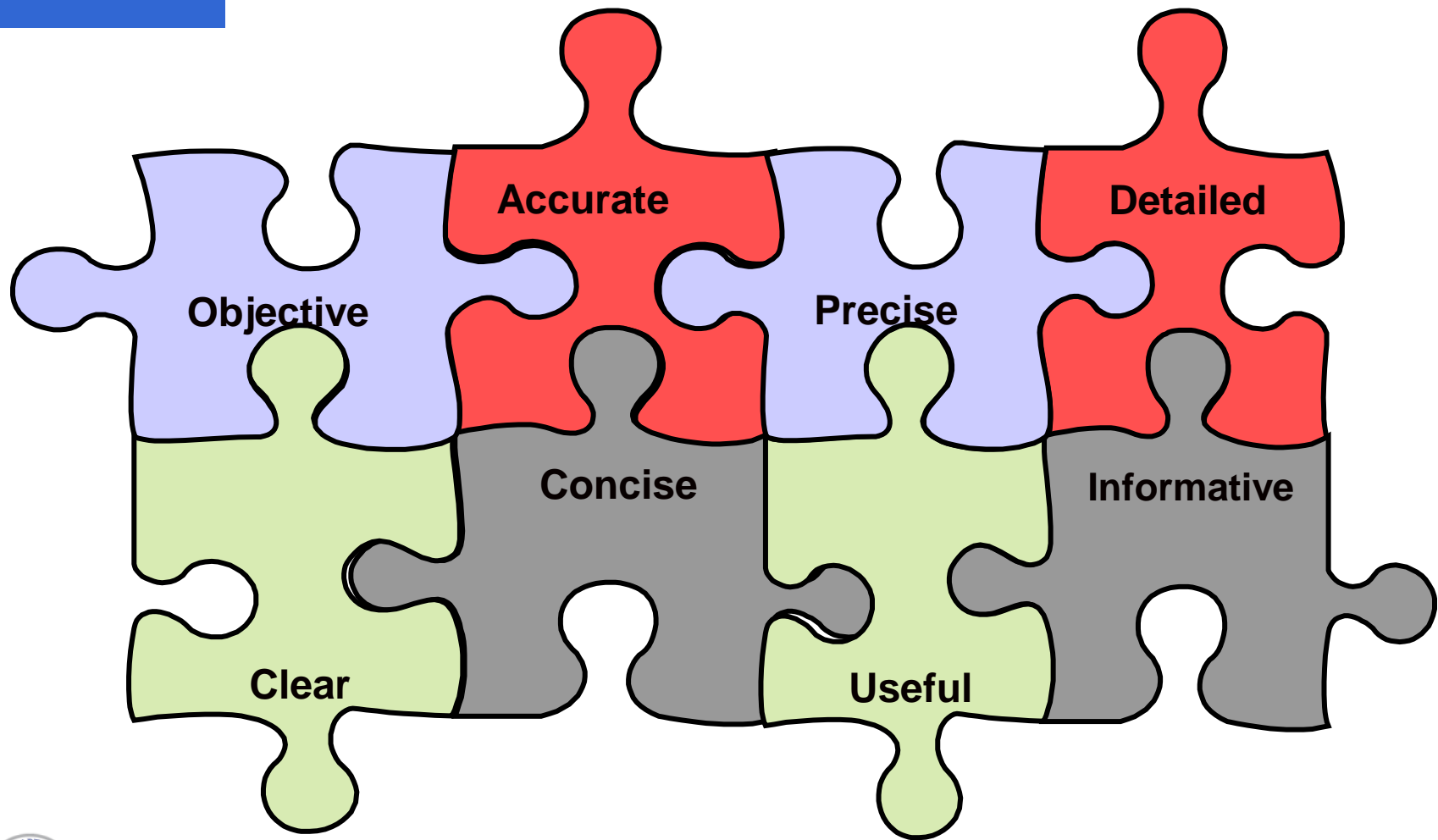
- The AAR/IP is the physical take-away from any exercise. It immortalizes where the participants were and where they needed to go.
- Should be written in a detailed and rich fashion so that both participants and non-participants understand what happened, what needs to improve, and why
- Don't neglect the Executive Summary
 - Written for a separate audience
 - Must address the high priority items clearly and succinctly



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Assessment Expectations



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Controlled Unclassified Information

Assessment Expectations

- Language Considerations
 - Active Voice
 - Attributory without being accusatory
 - Basic grammar requirements
 - Use whole sentences
 - Use complete paragraphs
 - Use proper punctuation
 - Write out all acronyms on first use
 - Avoid contractions
 - Avoid colloquialisms

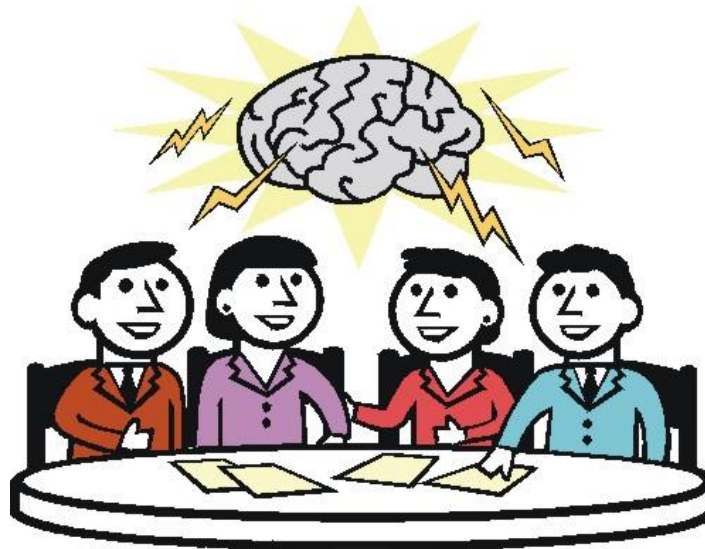
Hallmarks of a Good Narrative

- Description
- Outcome
 - Success Factor(s)
 - Root cause(s)
 - Consequence(s)
 - Challenges
 - Root cause(s)
 - Consequence(s)
- Conclusion
- Recommendations



Leveraging Expertise

- Evaluators (and, in many cases, controllers) should contribute directly to converting their EEGs and documented feedback into complete AAR/IP content.
 - Avoid asking one person to write the whole AAR/IP in a “vacuum”
 - Bring in additional expertise, where needed



Beneficial Alignments

4.2.2 Regional Notification Procedures

TCL Critical Task/Performance Measure: ComC 4.2.1: *Communicate incident response information.*

Description: On a daily basis, the NCR public safety professionals respond independently along discipline and agency lines in parallel to one another. They frequently operate as an integrated force when required to do so for an unusual or larger-than-routine event. Events such as those outlined in the exercise scenario detail the type of instances where moving information concisely and precisely among agencies, facilities, and functions become essential to the successful support of a large event or resolution of an incident. Information flow pathways needed to support this type of event or incident must, however, be clearly defined if necessary. Communications specialists are expected to move information accurately, completely, and without unnecessary delay.

- Document important grant or legal alignments directly in the AAR
 - Target/Core Capabilities
 - NECP
 - SCIP
 - Local laws, municipal codes, etc.

Actionable Recommendations

- Recommendations must be
 - Direct & clear
 - Actionable: must start with a verb
 - Distinct from one another
 - Operationally and technically sound
 - Non-repetitive throughout the AAR
 - Designed to provide both “low hanging fruit” and “Cadillac” options
 - Written to promote accountability
 - Achievable and measurable

Follow Through

- Promote sharing exercise lessons learned and best practices with local, regional, and statewide partners
- Develop an information sharing mechanism to continue to share progress on IP recommendations and the real-world applications of exercise items
- Set, track, and enforce timeframes
- Deliberately use pre-planned events to test IP solutions in the future
- Don't let incomplete IPs come back to haunt you or your exercise participants

Further Discussion?



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QUESTIONS?

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